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ABSTRACT

The purpose of this study was to describe the major sources of job satisfaction and dissatisfaction in the Navy, as well as the relationship of this satisfaction to retention of naval personnel. To identify sources of satisfaction and dissatisfaction, eight Navy ratings (occupational career fields) were analyzed. Individuals in each of the ratings were required to respond, on a one-to-five continuum, to statements associated with 33 job factors. Review of these ratings indicated that, although individuals were provided with the opportunity to assume responsibility in carrying out assigned duties to completion, they were dissatisfied by an apparent lack of sufficient recognition for their efforts. In addition, they were dissatisfied in their perception of the way in which the military system operates. In a separate study conducted to determine the relationship between job satisfaction and reenlistment, equal satisfaction was found for both first-term and career force personnel who stated that they planned to reenlist. Satisfaction factors apparently play a much greater role for first-term personnel than for career personnel. (Author/PC)

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DETERMINING JOB SATISFACTION AND DISSATISFACTION IN THE U. S. NAVY

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In the U. S. Navy, as well as in the other armed services, it is essential that job satisfaction be maximized while job dissatisfaction be minimized. Not only are satisfied individuals more likely to make the military a career, an understanding of the sources of satisfaction and dissatisfaction would enable the Navy to improve the general well-being of its personnel.

The purpose of this report is to describe the major sources of satisfaction and dissatisfaction in the Navy, as well as the relationship of this satisfaction study to retention of naval personnel. To identify these sources of satisfaction and dissatisfaction, eight Navy ratings (occupational career fields for enlisted personnel) were analyzed. The ratings comprised the Aerographer's Mate (AG) rating, the Air Controlman (AC) rating, the Aircrew Survival Equipmentman (PR) rating, the Photographic Intelligenceman (PT) rating, the Aviation Antisubmarine Warfare Operator (AW) rating, the Aviation Antisubmarine Warfare Technician (AX) rating, the Aviation Support Equipment Technician (AS) rating, and the Tradevman - (Training Devices) - (TD) rating.

Method

Sample

The data for each of these eight ratings were obtained from a stratified random sample of 707 AGs, 1098 ACs, 1088 PRs, 476 PTs, 1163 AWs, 458 AXs, 1108 ASs, and 1445 TDs in paygrades E-2 through E-9. Each of these

samples represented approximately 60% of the total number of active duty personnel in these ratings.

Administration

Information concerning job satisfaction was gathered by means of a questionnaire. This questionnaire comprised one part of a booklet designed to gather comprehensive information on personnel in each rating, particularly in regard to the work they perform. On this questionnaire, each individual was required to provide responses to statements associated with 33 job factors which were based upon an extensive study conducted by the Canadian Forces Personnel Applied Research Unit (Otke, 1970). Two methods of administration were used to collect the data: (a) Administration by teams of data collection personnel from the Navy Occupational Task Analysis Program (NOTAP); and (b) administration by an individual, appointed by the commanding officer of the activity to be surveyed, who follows instructions mailed by NOTAP to that activity (command proctoring).

For each of the 33 job factors, satisfaction, representing goal attainment or fulfillment, was viewed in terms of responses to a "How much is there now?" item (Porter, 1961). Using a five point Likert scale (ranging from minimum with a value of "1" to maximum with a value of "5"), the level of satisfaction for each individual on each job factor was determined for these eight ratings. These 33 job factors are shown in Table 1.

Insert Table 1 about here

Results and Discussion

The mean for each job factor was computed through use of the Comprehensive Occupational Data Analysis Programs. Then, for each rating, the 33 factors were rank ordered from the highest to the lowest mean level of satisfaction. To examine job satisfaction, those factors comprising the major sources of satisfaction and dissatisfaction within a rating were those within the first and fourth quartiles, based upon the total of 33 factors analyzed for each rating. That is, the major sources of satisfaction and dissatisfaction were the highest and lowest eight ranked factors. Tables 2 and 3 show the major sources of satisfaction and dissatisfaction for these ratings.

Insert Table 2 about here

Insert Table 3 about here

In these eight ratings, there were 15 factors which emerged as major sources of satisfaction. Adequacy of tools/supplies to do the job and fair treatment by your supervisors, sources of satisfaction in the AS and TD ratings, and 15 other factors emerged as major sources of dissatisfaction. The frequency of occurrence of these 32 factors for these ratings is shown in Table 4.

Insert Table 4 about here

Review of Table 4 indicates that although these individuals are provided with the opportunity to assume responsibility in carrying out assigned duties to completion, while maintaining good work relationships with their subordinates and supervisors, they are dissatisfied by an apparent lack of sufficient recognition for their efforts. In addition, they are dissatisfied in perceiving the way in which the military system operates, including such major components as pay and allowances, the use of material and personnel resources, living conditions, and opportunity for promotion.

Adequacy of pay and/or allowances, which appears as a major source of dissatisfaction in seven of these eight ratings, is progressively becoming more satisfying in view of the substantial recent military pay and allowance increases, concomitant with establishment of the All Volunteer Force. It is not readily apparent why fair treatment by your supervisors was a major source of satisfaction in the AS and TD ratings but a major source of dissatisfaction in the AC and AX ratings. Adequacy of tools/supplies to do the job, which is satisfying in the AG rating, is apparently dissatisfying in the AS rating which has primary responsibility for maintaining aviation ground support equipment and systems requiring a substantial number of tools/supplies. It is interesting that although the opportunity to perform a job is generally satisfying in many respects, its appeal is dissatisfying in three of the ratings.

A separate study was conducted to determine the relationships between job satisfaction, determined through analysis of these 33 factors for each rating, and reenlistment. In the context of this review, "reenlistment"

comprised two elements: (a) Reenlistment intent - indicated by responses from the individuals surveyed to the item "Do you plan to reenlist?"; and (b) actual reenlistment - indicated by responses on these 33 job factors by first term personnel (i.e., those with less than four years of military service) and by career force personnel (i.e., those with more than four years of military service who have reenlisted at least once).

As a general finding regarding the relationships between satisfaction and reenlistment, both first term and career force personnel who state that they plan to reenlist are equally satisfied. Moreover, career force personnel who do not plan to reenlist are as satisfied as all personnel planning to reenlist (both first term and career), and much more satisfied than first term personnel not planning to reenlist. Even for the relatively few factors in which career force personnel not planning to reenlist are less satisfied than those planning to reenlist, they are still much more satisfied than first term personnel not planning to reenlist. That is, first term personnel who do not plan to reenlist and who have never reenlisted previously, are significantly more dissatisfied than other first term personnel as well as career force personnel. That an individual is much more satisfied on the factors comprising the sources of satisfaction than he is on the factors comprising the sources of dissatisfaction holds true regardless of whether he is first term or career, planning to reenlist or not planning to reenlist.

The major implication of these findings is that satisfaction plays a much greater role for first term personnel than it does for career force personnel. That is, after an individual has reenlisted at least once, whether or not he subsequently reenlists is affected to a much lesser degree

by his job satisfaction. Increasing the level of satisfaction of first term personnel on those factors which have been shown to be the major sources of dissatisfaction could substantially improve the first term reenlistment rate, which is extremely lower than the career force reenlistment rate.

This approach could also be applied profitably to occupational career fields in the other armed services. Based upon this type of analysis, it would be possible to clearly identify the sources of job dissatisfaction that need to be minimized, especially to achieve a more effective military organization under the All Volunteer Force.

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TABLE 1

Job Factors

Factor Number	Factor Designation
1	Opportunity for achievement
2	Job appeal
3	Training for the job
4	Adequacy of tools/supplies to do the job
5	Recognition for work done
6	Responsibility and independence in doing the job
7	Freedom from restrictive rules and regulations
8	Opportunity for promotion
9	Freedom from job pressures
10	Competence of supervisors
11	Adequacy of living conditions
12	Competence of subordinates
13	Guidance received to do the job
14	Opportunity to do the job for which you are best qualified
15	Adequacy of relations with supervisors
16	Adequacy of work surroundings
17	Adequacy of pay and/or allowances
18	Opportunity for growing and developing
19	Adequate operation of the military system
20	Opportunity for status in the organization
21	Opportunity to see work results
22	Opportunity for having pride in doing the job
23	Opportunity to demonstrate your capability
24	Acceptance of your recommendations
25	Freedom from frequent job changes in the activity
26	Opportunity to do worthwhile work
27	Opportunity to contribute
28	Job challenge
29	Opportunity to do the entire job
30	Fair treatment by your supervisors
31	Proper use of material and/or personnel resources
32	Opportunity for helping others
33	Adequacy of relations with subordinates

TABLE 2

The Sources of Greatest Satisfaction in the AG, AC, PR, PT, AW, AX, AS, and TD Ratings

AG Rating

Responsibility and independence in doing the job
Adequacy of relations with subordinates
Freedom from frequent job changes in the activity
Adequacy of relations with supervisors
Opportunity for helping others
Opportunity to contribute
Opportunity to do worthwhile work
Adequacy of tools/supplies to do the job

AC Rating

Opportunity to do worthwhile work
Job challenge
Adequacy of relations with subordinates
Opportunity for helping others
Opportunity to see work results
Opportunity to demonstrate your capability
Opportunity to contribute
Responsibility and independence in doing the job

PR Rating

Responsibility and independence in doing the job
Adequacy of relations with subordinates
Opportunity for helping others
Opportunity to see work results
Opportunity to do worthwhile work
Adequacy of relations with supervisors
Opportunity to contribute
Competence of supervisors

PT Rating

Freedom from frequent job changes in the activity
Responsibility and independence in doing the job
Adequacy of relations with supervisors
Adequacy of relations with subordinates
Opportunity to do the entire job
Competence of supervisors
Opportunity to see work results
Competence of subordinates

AW Rating

Adequacy of relations with subordinates
Freedom from frequent job changes in the activity
Opportunity for helping others
Responsibility and independence in doing the job
Adequacy of relations with supervisors
Opportunity to contribute
Job challenge
Competence of subordinates

AX Rating

Freedom from frequent job changes in the activity
Responsibility and independence in doing the job
Adequacy of relations with subordinates
Opportunity to see work results
Opportunity to do the entire job
Opportunity for helping others
Opportunity to contribute
Adequacy of relations with supervisors

AS Rating

Opportunity for helping others
Adequacy of relations with subordinates
Opportunity to see work results
Opportunity to contribute
Fair treatment by your supervisors
Adequacy of relations with supervisors
Opportunity to do the entire job
Job challenge

TD Rating

Adequacy of relations with subordinates
Fair treatment by your supervisors
Opportunity to see work results
Opportunity to do the entire job
Opportunity for helping others
Adequacy of relations with supervisors
Opportunity to contribute
Competence of subordinates

TABLE 3

The Sources of Greatest Dissatisfaction in the AG, AC, PR, PT, AW, AX, AS, and TD Ratings

AG Rating

Opportunity for growing and developing
Opportunity for promotion
Freedom from job pressures
Proper use of material and/or personnel resources
Adequate operation of the military system
Adequacy of living conditions
Recognition for work done
Adequacy of pay and/or allowances

AC Rating

Fair treatment by your supervisors
Adequate operation of the military system
Adequacy of living conditions
Freedom from restrictive rules and regulations
Recognition for work done
Proper use of material and/or personnel resources
Freedom from job pressures
Adequacy of pay and/or allowances

PR Rating

Adequacy of pay and/or allowances
Adequacy of living conditions
Opportunity for growing and developing
Job appeal
Adequate operation of the military system
Opportunity for achievement
Recognition for work done
Opportunity for promotion

PT Rating

Proper use of material and/or personnel resources
Adequate operation of the military system
Opportunity for status in the organization
Job appeal
Opportunity for achievement
Opportunity for growing and developing
Opportunity for promotion
Training for the job

AW Rating

Freedom from job pressures
Adequacy of work surroundings
Adequacy of pay and/or allowances
Opportunity for promotion
Adequate operation of the military system
Recognition for work done
Adequacy of living conditions
Proper use of material and/or personnel resources

AX Rating

Job appeal
Fair treatment by your supervisors
Recognition for work done
Adequate operation of the military system
Opportunity for promotion
Adequacy of pay and/or allowances
Adequacy of living conditions
Proper use of material and/or personnel resources

AS Rating

Adequate operation of the military system
Adequacy of pay and/or allowances
Training for the job
Recognition for work done
Adequacy of work surroundings
Adequacy of tools/supplies to do the job
Proper use of material and/or personnel resources
Adequacy of living conditions

TD Rating

Opportunity to do the job for which you are best qualified
Proper use of material and/or personnel resources
Opportunity for status in the organization
Adequate operation of the military system
Training for the job
Adequacy of pay and/or allowances
Adequacy of living conditions
Opportunity for promotion

TABLE 4

Frequency of Occurrence of the Sources of Greatest Satisfaction and Dissatisfaction in the AG, AC, PR, PT, AW, AX, AS, and TD Ratings

Sources of Greatest Satisfaction	Frequency of Occurrence	Sources of Greatest Dissatisfaction	Frequency of Occurrence
Adequacy of relations with subordinates	8	Adequate operation of the military system	8
Opportunity to contribute	7	Adequacy of pay and/or allowances	7
Opportunity for helping others	7	Adequacy of living conditions	7
Adequacy of relations with supervisors	7	Proper use of material and/or personnel resources	7
Opportunity to see work results	6	Opportunity for promotion	6
Responsibility and independence in doing the job	6	Recognition for work done	6
Opportunity to do the entire job	4	Job appeal	3
Freedom from frequent job changes in the activity	4	Opportunity for growing and developing	3
		Training for the job	3
Job challenge	3	Freedom from job pressures	3
Opportunity to do worthwhile work	3		
Competence of subordinates	3	Fair treatment by your supervisors	2
		Adequacy of work surroundings	2
Fair treatment by your supervisors	2	Opportunity for achievement	2
Competence of supervisors	2	Opportunity for status in the organization	2
Opportunity to demonstrate your capability	1	Adequacy of tools/supplies to do the job	1
Adequacy of tools/supplies to do the job	1	Freedom from restrictive rules and regulations	1
		Opportunity to do the job for which you are best qualified	1